

19 February 1971

**MEMORANDUM FOR: All Area Division Chiefs**

**SUBJECT : Summary of Seminar on  
Source Acquisition**

Attached for your information is a summary of the Source Acquisition Seminar, which the DDP thought would be of interest to you and your staffs. It has been boiled down considerably for easier reading. More detailed versions are in the hands of the participants.

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Summary of Seminar on Source Acquisition

1. Introduction:

On 1 and 2 December 1970, a seminar on Source Acquisition was held at OTR's [REDACTED] Fifteen officers in grades 13-17 nominated for their success in recruitment, represented all area Divisions, the CI staff and OTR. The purpose was to determine whether practical experience would indicate changes in OTR's approach to preparing operations officers for the business of source development and acquisition. Each officer gave a brief case history from his own experience. After all presentations, the group summarized the views presented and these are capsuled below as regards recruitment. To give the discussion some common ground, limits were established by restricting the case histories to quality sources, developed gradually, where there was a strong risk factor involved and if possible, obstacles of a personal, political or cultural variety to overcome before recruitment could be effected. The theory was that more useful information for the training process would be derived if we were considering human targets not basically inclined to cooperate with us.

2. Follow-up:

Two weeks after the seminar, about half of the group met at Headquarters to review and synthesize their findings and to try to relate them more specifically to the training process and to the OMS/A&E study "The Successful Headhunter as Seen by Senior Management".

3. Findings:

The group was almost unanimous on two points. First, the Seminar should have been labelled "recruitment" rather than "acquisition", since only recruited agents can be counted on to follow direction and this is what the case officer should be striving for. Second, the long, slow development in most cases supplies a sounder recruitment than the successful quick pitch, as a good deal more is known about the agent. Consensus observations were made about inherent traits of good recruiters as well as about acquirable strengths. A number of points were brought out relating to management responsibility, particularly at the Station level. Finally, a few miscellaneous conclusions were reached which did not fall cleanly in any of the other categories, but which seem worth recording. The participants, since they were talking primarily about themselves, did not readily identify

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with the picture of a headhunter as depicted in the OMS/A&E study. They did, however, accept a number of the headhunter traits as applicable to good recruiters (including themselves), where those traits did not carry a pejorative connotation.

- A. Inherent qualities: This list is not exhaustive. Here the similarity to the "Composite Headhunter" in the OMS/A&E study was most marked, but not necessarily in order of importance. Those qualities stressed/ were: language ability; humility; self-confidence; persistence; imagination; sensitivity to the needs and alienation factors of another; ability to empathize without sacrificing control of the agent candidate. It was recognized that many people have some or all these latent in them and need only to have them strengthened perhaps through stressing them and rewarding their proper application in training situations.
- B. Acquirable strengths: Area knowledge, sound operational planning; knowledge of operational goals; steps toward establishing rapport; avoiding unwarranted

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**C. Mats for Management:** Encourage the team approach to recruitment to maximize chances of success; continue the training process in the field through staff and personal meetings; selection of the right man to make the recruitment (not necessarily the man who develops the contact); insure honesty and detachment in reporting new agent's limitations to avoid unrealistic expectations which continuously plague the record; restraint on the part of Headquarters in giving direction to the station on a recruitment.

**D. Miscellaneous:**



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- (2) Conservatism and over-concern with "flaps" whether at the Station or at Headquarters, have a dampening effect on any recruitment program.
- (3) Where possible, opinions of quality agents on their recruitment and handling should be solicited and used to improve case officer training.
- (4) Before leaving the operation, case officers should write up their recruitments in detail, including the cumulative assessment of the agent. This will prove invaluable to the successor case officer, to the Headquarters echelons and ultimately to OTR.